

Reflecting on inclusivity in your organisation

Inclusivity and Relevance

Arts Council England



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Now that you've prepared your reflections on the workforce, leadership and governance in your organisation, it's time to dive a little deeper.

As a member of your Governing body/Senior Management Team (including HR colleagues where relevant), it's vital to consider the current picture of your workforce, leadership and governance. This will help set a benchmark to monitor your progress as you introduce changes to become a more inclusive organisation that is fully representative of the communities you serve.

There are two activities as part of this exercise designed to help you reflect on just that – Activity A focuses on **Representation**, and Activity B looks at **Inclusive Practice**.

Each activity should take around **45 minutes** to complete.

If you haven't completed the activity on preparing to reflect, make sure to go back and complete this first.

Activity A: Representation

How to do it

This activity is in three steps. It will help you to build a picture of your starting point on how representative your organisation is of the communities you serve and to consider what more might need to change to become more representative.

Step 1 is an individual preparation activity to complete before meeting as a group with board members/members of your Senior Management Team for Steps 2 and 3.

Preparation

You will need to gather and share (ahead of time) the diversity data on your current and historic workforce, leadership and governance. Try to include as much data as possible, including grading levels/ job roles, data on different classifications for people with protected characteristics (note 1) as well as socioeconomic backgrounds.

You should also include data on the demographics of the working age population (age 16-64) in England and in your local area.

Note 1: Under the Equality Act 2010 the **protected characteristics** (https://www.equalityhumanrights.com/en/equality-act/protected-characteristics_) are: Age, Disability, Gender Reassignment, Marriage and Civil Partnership, Pregnancy and Maternity, Race, Religion or Belief, Sex, Sexual Orientation.

Step 1: Look at the data

To be done individually

Compare your workforce, leadership and governance statistics with data available to you (e.g. local data or data on the communities you serve) to write down who is fairly represented in your workforce, leadership and governance (who's in) and those who are underrepresented (who's missing).

Try to be as specific as possible and refer to protected characteristic groups, and socioeconomic backgrounds. You should also consider intersectionality (people who may have more than one protected characteristic/disadvantage, e.g. disabled women).

Step 2: Get talking

As a group

Share the thinking from Step 1 with your colleagues to open up a discussion as a group.

Here are some questions to get you started:

- What can you do to improve representation at all levels of your workforce?
- Based on your current levels of representation in workforce, governance and leadership, what are your priorities for developing actions and targets?
- Are there any notable trends in relation to intersectionality?

Then reflect on:

- Where you have identified under-representation, do you have any ideas on why this is?
- Consider the implications if you don't address the under-representation identified on:
 - decision making
 - the work you do
 - potential job applicants
 - wellbeing/isolation of existing staff including those with protected characteristics
 - reputation

Step 3: What are the opportunities?

As a group

This part of the activity is all about starting to frame your thinking around the opportunities for you to develop.

Using your findings from Steps 1 and 2, fill in the thought boxes on the next slide to identify the opportunities where you can increase representation. Begin to structure your thinking on priority areas and the types of action you could take.

Note: At a later stage you can commit to actions and set SMART (note 2) targets to diversify your governance, workforce, programming and audiences, focusing on under-represented protected characteristic groups. This commitment will extend to class and socio-economic background too.

Here are some questions for you to help you reflect with your colleagues and governing body:

- Where are you now and where do you want to be in the short, medium and long term?
- What specific actions could you take to improve your policies and processes? e.g. recruitment and selection
- What targeted and specific training and development opportunities (including leadership and management at all levels of your organisation) might you undertake to help you achieve your aims?
- What targeted action in succession planning for your board could you take?

Note 2: SMART stands for Specific, Measurable, Achievable, Relevant and Time-based objectives.

Priority

Race

Disability

Sex

Other protected characteristics (Age, Gender Reassignment, Marriage and Civil Partnership, Pregnancy and Maternity, Religion or Belief, Sexual Orientation) **and socio-economic background**

Challenges
Race
Disability
Sex
Other protected characteristics (Age, Gender Reassignment, Marriage and Civil Partnership, Pregnancy and Maternity, Religion or Belief, Sexual Orientation) and socio-economic background

Suggested Actions

Race

Disability

Sex

Other protected characteristics (Age, Gender Reassignment, Marriage and Civil Partnership, Pregnancy and Maternity, Religion or Belief, Sexual Orientation) **and socio-economic background**

Activity B: Inclusive practice

How to do it

In the first activity you have used data to build a picture of how representative your organisation is.

This next exercise gives you the opportunity to consider what changes you could make to your processes and practices, along with organisational, cultural and behavioural changes to be more inclusive.

What are you doing well? What could you do better?

Step 1: Thinking about change

Start by referencing the Representation data in Activity A and looking at who is under-represented. Then reflect and write down any ideas you have for organisational and cultural changes you might make to be more inclusive. You may wish to do this as a whole group or you may find it easier in smaller sub-groups.

Here are some things for you to think about:

- How welcoming you are to current and potential diverse staff/governing body members
- How you can work more collaboratively, e.g. ensuring all voices are listened to and opinions respected/valued
- How you can encourage all staff/governing body/stakeholders to have the opportunity to contribute ideas and feed back on inclusive practices
- Developing/Supporting staff/governance diversity working groups and making sure they are listened to

- Conducting staff/board surveys to find out if they all feel valued, respected and supported
- Establishing/reviewing your complaints system so that it meets everyone's needs, and is well-publicised and transparent
- Developing/publishing your value statements and actively working across the organisation to achieve them
- How inclusive your spaces are to ensure accessibility and meet everyone's needs
- Reviewing your staff/governance working practises and processes to ensure they are fair, equitable and accessible, e.g. diverse recruitment panels, proactively making reasonable adjustments, professional development opportunities open to everyone at all levels
- The implications of non-inclusivity. You might think about:
 - Retention levels of people with protected characteristics
 - The wellbeing of your workforce/board members
 - Performance levels
 - Innovation in decision making
 - Trust levels
 - Effective team working

Step 2: Priorities, challenges and actions

By this point, you're already starting to frame your thinking around priorities and the types of action you could take.

Using your reflections from Step 1, see if you can begin to outline what your priority areas are. What challenges might you face in making your organisational culture more inclusive? And what types of action you could take?

Use the thought boxes on the next page to structure your thoughts and ideas.

Priority

Challenges

Suggested actions

What's next?

Once you've completed these activities, you're ready to start **reflecting on inclusivity in your programming activities...**

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